

Communication & Leadership

Communication

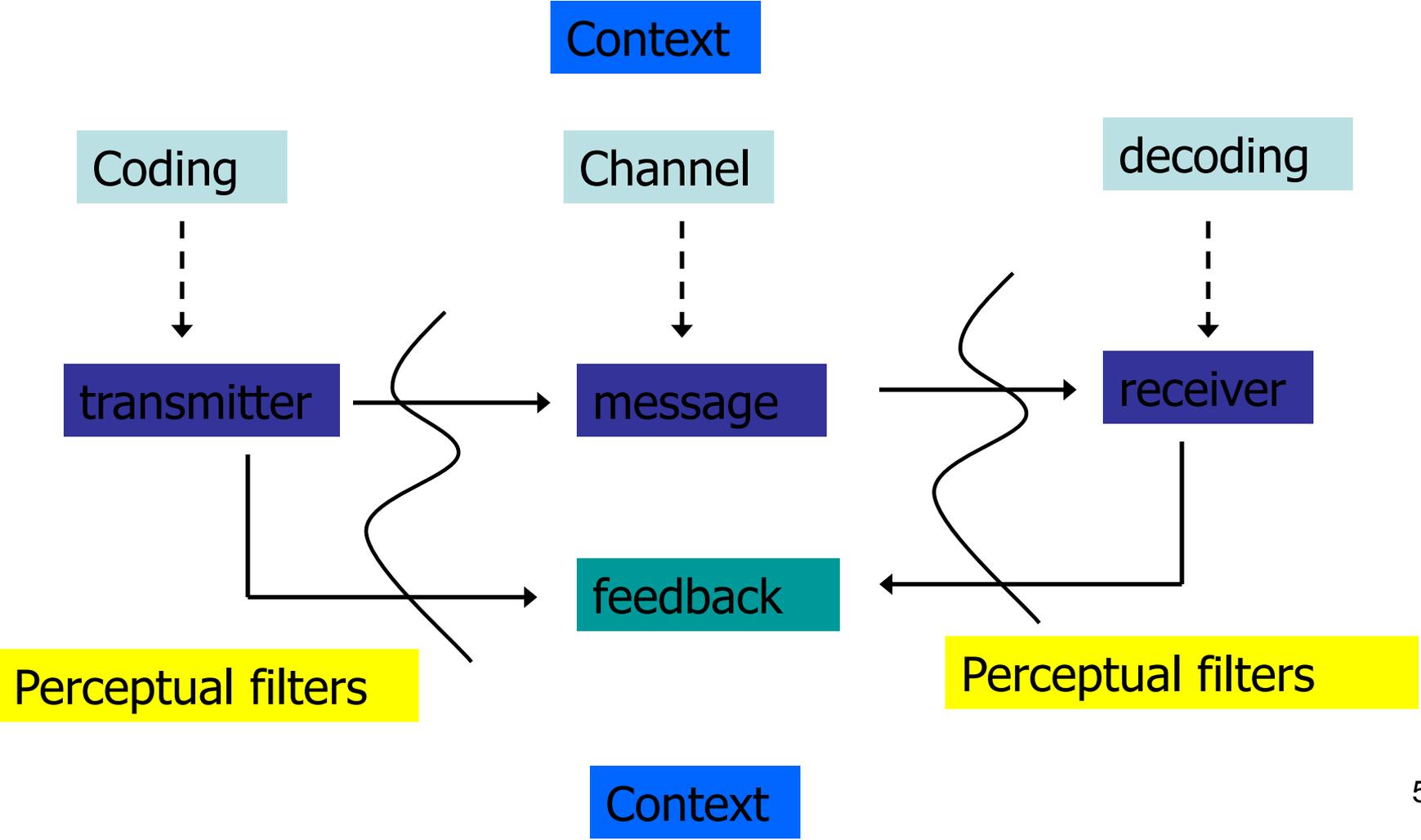
The Importance of Communication

- Important part of work life consists of interaction
- Effectiveness of communication is therefore central!
- Still, communication often is a major problem.
- New challenges arouse from information technology & multicultural society.

The Communication Process

- Transmission of information
- Exchange of meaning
- Consists of
 - Coding
 - Decoding
- Factors complicating it
 - Perceptual filters
 - Noise
- Important: Feedback

A Model of the Communication Process



Barriers & Facilitators

- Barriers
 - Power differences
 - Gender differences
 - Physical surroundings
 - Language
 - Cultural diversity
- Facilitators
 - Face to face
 - Reality checks
 - Right time & place
 - The 'you' attitude

Language As Signal for Power

- High power indicators
 - Positive talk
 - Give credit
 - Accept responsibility
 - Decisive speaking
 - Tell the truth
- Low power indicators
 - Qualifiers
 - Irritators
 - Hesitations
 - Excessive questions

Non-verbal Communication

- Definition: Process of coding meaning through behaviors which do not involve the use of words.
(H & B)
- Dimensions
 - Eye behaviour
 - Facial expressions
 - Posture
 - Limb movements
 - Tone & pitch of voice
 - Distance
 - Dress
 - Time
 - Space

Non-Verbal Communication

- “Paralanguage”
 - Rate of speech
 - Pitch & loudness of voice
- “Proxemics”
 - Distance between people
 - Culturally determined!
- Inconsistency between verbal & non-verbal message
- Context is important!



Differences in Communication

- Gender differences
 - Different communication styles
 - Men emphasize status, women play it down
 - Men exude confidence, women play it down
 - Men tend to be more direct
 - Women listen, men take control
 -
 - Effects in organizations?
- Cultural differences
 - Norms about word use
 - Different tones of speech
 - High- vs. Low-context
 -
 - Effects in organizations?

High- Versus Low- Context Cultures

- High-context cultures:
 - people rely on social & non-verbal cues
 - Establish relationships first
 - Value personal relations
 - Agreements based on trust
 - Slow, ritualistic negotiations
- Low-context cultures:
 - people focus on written & spoken word
 - Get down to business first
 - Value expertise & performance
 - Agreement based on legal contract
 - Fast & efficient negotiations

Organizational Communication

- Often a problem in organizations
- “Signalling” systems
 - Reward, sanction, appraisal & promotion policies
 - Rules & vocabularies
- Organization mission statements etc.
- Mechanisms
 - Meetings & Seminars
 - In-house newspapers & notice boards
 - E-mail....
 - Open door policies
 - Quality circles
 - Attitude surveys

Formal & Informal Communication

- Formal communication
 - Following the organization chart
 - Downward communication
 - Upward communication
 - Horizontal communication
- Informal communication
 - Behind the organizational chart
 - Snowball effect
 - Grapevine
 - Rumors

Leadership

Leadership

- Definition: The process of influencing the activities of an organized group in its efforts toward goal setting and goal achievement
- Five approaches to the study of leadership
 - Trait spotting
 - Style counseling
 - Context fitting
 - New leadership
 - Dispersing the role

Common-sense classifications of leadership behavior

- authoritarian vs. cooperative, or authoritarian vs. democratic
 - directive vs. laissez-faire, or directive vs. participative/delegating
- In most common-sense classifications, the degree of participation and the use or abuse of power takes centerstage

Trait Spotting

- Long held assumption: Personality traits of good leaders could be identified (“great-man theory”; elite theory of leadership)
 - Then possible to select right people for leadership positions...
- Typical list of qualities
 - Drive for responsibility
 - Focus on completing task
 - Vigour & persistence
 - Self-confidence
 - Tolerance for frustration....
 - Interpersonal and social competence; emotional intelligence
 - Charisma
- Problems
 - Vague!!

Empirical results on the relation between leadership success and personality features

Correlations between personality features and leadership success:

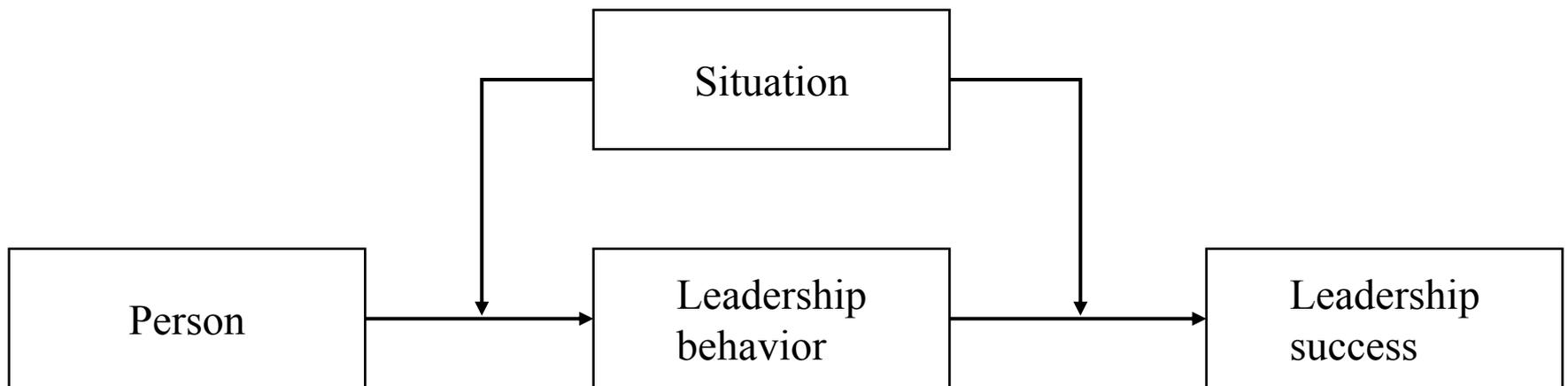
- Conscientiousness: weak correlation
- Emotional stability: weak correlation
- Openness: weak correlation
- Extraversion: no correlation
- Agreeableness: no correlation

→ Do weak correlations suffice to draw meaningful conclusions?

Personality theories of leadership: Evaluation and further development

Personality theories of leadership are not wrong but do not suffice for a comprehensive picture of the relation between leadership and success

→ Dependence of leadership success on behavior and situative variables



Gender Differences

- Until the 1980th, usually men seen as leaders
- Glass ceiling
- Female leadership style?

Style Counseling

- Attention switch from selecting leaders with 'good' personality traits to training & developing leaders in 'good' behaviors.
- Two dimensions of leadership-behavior:
 - Employee-centred behaviour
 - Job-centred behaviour
- Or...
 - Consideration
 - Initiating structure

Two dimensions of leadership: Consideration and Initiation Structure

- Consideration
 - General consideration and respect for subordinates
 - Openness, approachability, readiness to two-sided communication
 - Taking care and support of all subordinates in an individual manner
- Initiating Structure
 - Structuration, definition and clarification of ends and means
 - Activation and performance motivation
 - Control and supervision
- A supervisor can simultaneously score high on both dimensions

Four Leadership Styles Derived From the Ohio State Studies

Consideration	High	<p>Low Structure, High Consideration Less</p> <p>emphasis is placed on structuring employees tasks while the leader concentrates on satisfying employee needs and wants</p>	<p>High Structure, High Consideration The</p> <p>leader provides a lot of guidance about how tasks can be completed while being highly considerate of employee needs and wants</p>
	Low	<p>Low Structure, Low Consideration The</p> <p>leader fails to provide necessary structure and demonstrates little consideration for employee needs and wants</p>	<p>High Structure, Low Consideration</p> <p>Primarily emphasis is placed on structuring employee tasks while the leader demonstrates little consideration for employee needs and wants</p>
		Low	High
		Initiating Structure	

Context Fitting

- Not one leadership-style for all situations!
- Whether a manager should be democratic or autocratic depends on
 - Features of the task structure
 - Degree of complexity
 - Number of alternatives
 - Degree of information uncertainty
 - Traits of the subordinates
 - Type of motivation
 - Degree of qualification
 - Features of the unit
 - Size
 - Trust
 - Extent of cohesion or conflict

➤ Contingency theory of leadership

Hersey and Blanchard's situational leadership theory

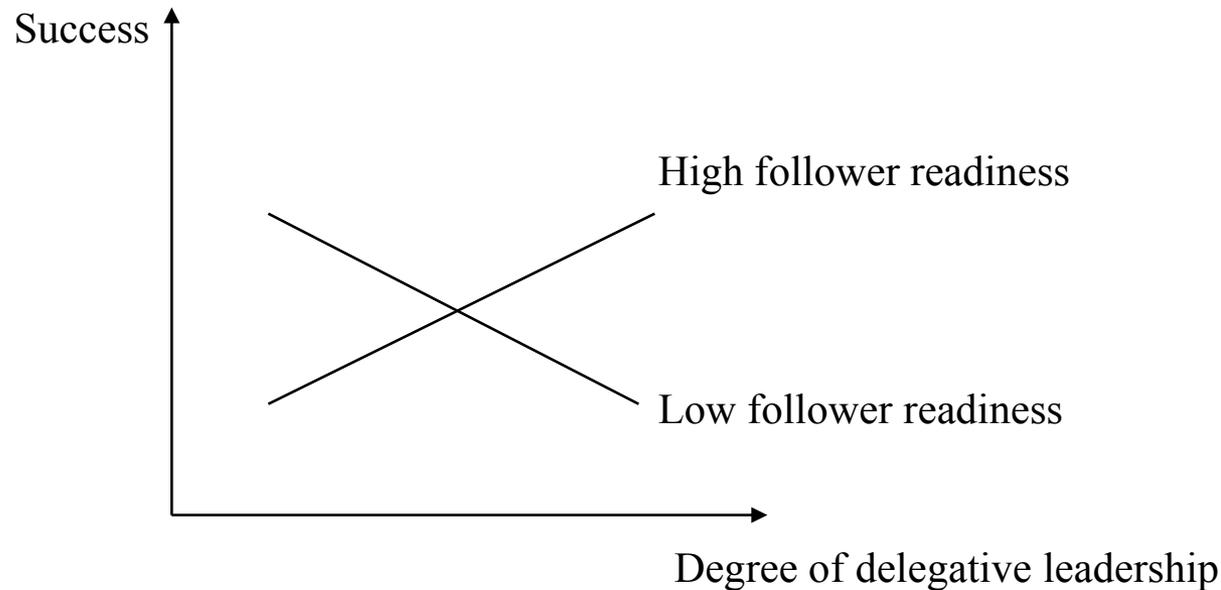
Central factor:

Follower readiness (to perform the particular task)

Defined as:

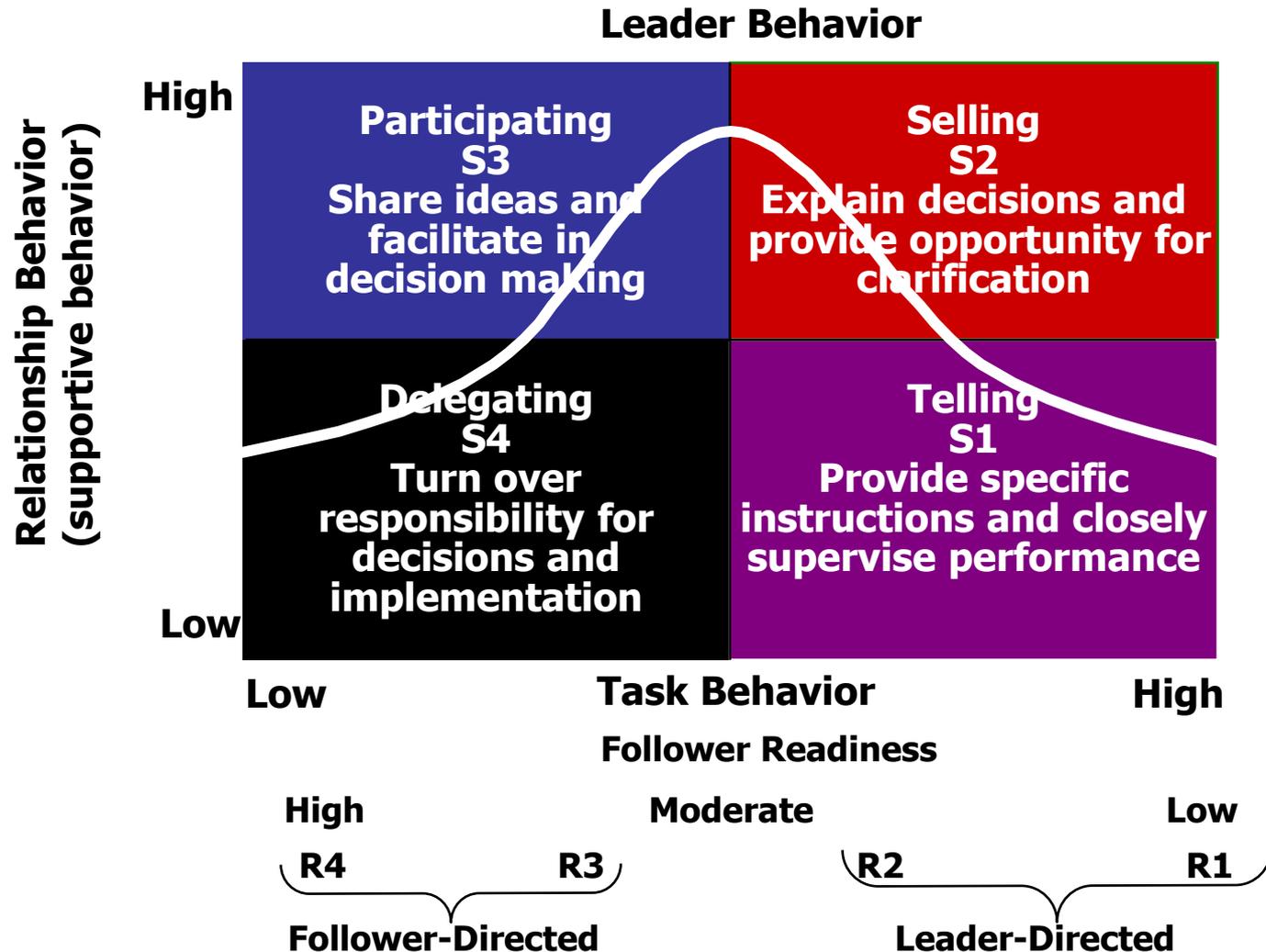
- Sufficient formal qualification
- On-the-job expertise
- Ability to set oneself high but achievable goals
- Willingness to take responsibility for the task

Hersey and Blanchard's basic model



- The leadership style should vary according to the follower's readiness on how to perform a task
- Without the situative variable there would be no correlation between leadership style and success

Hersey and Blanchard's Situational Leadership Theory



Evaluation of Hersey and Blanchard's model

- Benefits:
 - Offers basic and intuitive model for situation-dependent leadership
 - Allows for diagnosis of leadership with LEAD (Leader Effectiveness and Adaptability Description) and thus for leadership training
- Drawbacks:
 - Narrowing of situative variables to follower readiness
 - Adaptability of leadership behavior is questionable (“Tell me about follower readiness and I adjust my leadership style accordingly”)

Situational Leadership

- Most important messages:
 - Flexibility!
 - Most effective leadership style depends on context
- However:
 - Considerate, participative, democratic style often better
 - In line with social/political trends
 - Knowledge of employees important!

New leadership

Transactional leadership

- Motivation by means of rationality: structuring tasks, coordinating activities, providing incentives
- Leader does not convey certainty but emphasizes the provisional character of decisions and dispassionately compares targets and results
- Subordinates' readiness to make sacrifices is limited to their expectation of goal accomplishment
- Mutual criticism and rational debate are possible and desired
- Rational comparison of possibilities

Charismatic leadership

- Motivation by means of emotiveness: vision, identification, projection of feelings
- Leader convinces by personality; role model not only for behavior and goals but also for values and morality
- Leader conveys certainty, operates on the basis of visions
- Subordinates' readiness to make sacrifices is based on common goals and visions and particular social orders
- Criticism and rational debate are considered undesirable
- Narcissist self concept of the leader

Charisma as personal trait, social relation or attribution

- Charisma as a personal trait:
 - Often mentioned: eyes, voice, rhetorical capacities, energy, persistence, empathy
 - Widely shared assumption: charisma cannot be learned
 - Problem: different charismatic leaders have different personal traits
 - There are positive and negative historical examples
- Charisma as social relation:
 - Subordinates as disciples rather than co-workers
 - Strategies to increase dependence: demand sacrifices; group pressure
 - Promise of salvation; convey a feeling of power
 - Often an important condition: personal or social crisis
- Charismatic leadership as attribution, triggered by:
 - Vision; disruption of status quo
 - Taking personal risks → trust
 - Responsiveness to needs of subordinates
 - Entrepreneurial behavior

Positive and negative effects of charismatic leadership

- Possible benefits:
 - May trigger additional efforts and initiative
 - Provides orientation in times of change or crisis
 - Increases the possibility of achieving change
 - Possible drawbacks:
 - Questioning impossible → Impossibility of revisions
 - Homogenization of thinking and values
 - Dependence of success on individual persons
- Charismatic leadership can have different degrees;
- Leaders who are equipped with charisma may still lead in a transactional way (structuring tasks; allocating resources; incentives)
- Combination of transactional and transformational leadership is possible